



New Hampshire Division of Economic Development

FY14 Strategic Planning

11.25.13

Overview

The NH Division of Economic Development (DED) provides comprehensive business assistance for all businesses with a focus on retention (businesses and talent pool) and acquisition (attracting new established business and start-ups).

DED's four key areas of focus include:

1. Retention
2. Recruitment
3. International Trade Resource Center (ITRC): for assistance in entering or expanding in the global marketplace.
4. Procurement Technical Assistance Program (PTAP): for assistance with government contracting.

Mission

Plan, develop and administer programs to assist in the maintenance and expansion of existing industry and business in New Hampshire and to encourage and promote the development of new industry and business in the state.

Goal

1. Generate and increase awareness of DED and New Hampshire.

Objectives

- a. Establish NH as a state that is business friendly due to innovation, low taxes, skilled labor force, exceptional quality of life, and technology.
- b. Establish DED as a resource for instate businesses and for out-of-state businesses looking to relocate to NH.
- c. Continue to collaborate with DED and DTTD, with DED leveraging the DTTD brand platform LIVE FREE and...

Strategies

- Establish brand identity, standards and guidelines with a unified look/feel and messaging across all consumer touch points.
- Enculturation: DED staff training and define expectations.
 - Improve accessibility - provide clear opportunities for industry to contact you or provide feedback
- Develop and deploy annual communications plan.

Tactics

PAID	OWNED	OWNED SOCIAL/PR
Advertising <ul style="list-style-type: none">• In-state/out-of-state• Print• Online• Radio Sponsorship/Signage Trade Shows Distribution of collateral	Website <ul style="list-style-type: none">◦ Update website look and feel to be consistent with "Live Free and..." platform◦ Re-organize menus and content for easier navigation• Include case studies• Consider limiting number of	Social Media <ul style="list-style-type: none">• Facebook, Twitter, LinkedIn, YouTube Blog Posts <ul style="list-style-type: none">• Hire writers Public Relations <ul style="list-style-type: none">• Suggestions page14 "unpaid media"

	<p>microsites and dedicating specific landing pages for consistency</p> <p>Email</p> <ul style="list-style-type: none"> • Develop email marketing list and segment by in/out of state; as list grows segment further by industry/region <p>Collateral</p> <ul style="list-style-type: none"> • Separate brochures/cards for DED, Recruitment, Retention, ITRC, PTAP printed/pdf 	
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Measurement: Survey responses, Program participants, # complaints/compliments

Goal

2. Increase awareness of existing programs that support the growth of NH businesses.

Objectives

- a. Define and target communication of services for current NH businesses by sector and for different stages in their sales' cycles.
- b. Define and target communication of services for recruitment and/or trade efforts.

Strategies

- Energize relevancy of DED with existing NH businesses through expanded outreach and effective communication.
- Communicate the benefits of doing business in NH
 - Benefits: low taxes, business-friendly climate, affordable buildings/construction is on the rise, skilled labor force with myriad training resources available; network infrastructure, education, open space and cultural opportunities, quality healthcare choices, quality of life for employees.
- Promote state incentives and services across multiple communications platforms.

Tactics

PAID	OWNED	OWNED SOCIAL/PR
Advertising <ul style="list-style-type: none">• In-state/out-of-state• Print• Online• Radio Sponsorship/Signage <ul style="list-style-type: none">• Consider having a business writing for	Website <ul style="list-style-type: none">• Increase case studies printed and video ; share via YouTube channel and consistently highlight○ Put "Innovate in the Granite State" on	Social Media <ul style="list-style-type: none">• Facebook, Twitter, LinkedIn, YouTube Blog Posts <ul style="list-style-type: none">• Hire writers Public Relations <ul style="list-style-type: none">• Suggestions page 14 "unpaid media" Appearances

<p>NH business magazines</p> <p>Trade Shows</p> <p>Distribution of collateral</p> <ul style="list-style-type: none"> • Networking events chambers, business after hours, etc. • Governor's Conference on Tourism 	<p>nheconomy.com (digital edition)</p> <p>Email</p> <ul style="list-style-type: none"> • Develop email marketing list and segment by in/out of state; as list grows segment further by industry/region • Consider quarterly Director's letter <p>Collateral</p> <ul style="list-style-type: none"> • Create brochures specific to Recruitment, Retention, ITRC, PTAP brochures • Educational tools (PDFs, lures, resource lists, and other handouts or downloads) <p>Partnerships</p> <ul style="list-style-type: none"> • including NH Works, OJC, Veterans, AMPED, DTTD, etc.) <p>One-to-one consultation presentation</p> <p>Standardized presentations</p>	
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Measurement: Inquiries, Website traffic, Social media engagement

Goal

3. Promote and coordinate activities and strategic partnerships that create jobs and enhance workforce skills.

Objectives

- a. Develop partnerships that support job growth.
- b. Develop partnerships that attract and retain talent within NH.

Strategies

- Provide training and consultation through partnerships, grants, liaise to service providers.
- Deepen relationship with NHDTTD to cross promote tourism and economic development.
- Promote training opportunities to employers in state and outside NH.
- Improve talent matching through training partnerships with NH colleges.
- Attract and retain talent by communicating the benefits of doing business in NH.
- Use social media and digital strategies to attract 'young, fresh, hip and energetic' entrepreneurs to NH.
- Network with NH businesses to determine workforce needs and identify trends.

Tactics

PAID	OWNED	OWNED SOCIAL/PR
Sponsorship/Signage Trade Shows Distribution of collateral <ul style="list-style-type: none">College career offices	Website <ul style="list-style-type: none">Include case studies Email <ul style="list-style-type: none">Develop email marketing list and segment by in/out of state; as list grows segment further by	Social Media <ul style="list-style-type: none">Facebook, Twitter, LinkedIn, YouTube Blog Posts <ul style="list-style-type: none">Hire writers Public Relations

	<p>industry/region</p> <p>Collateral</p> <ul style="list-style-type: none"> Standardized presentations <p>Partnerships</p> <ul style="list-style-type: none"> Create process to connect business with college programs <p>Create a process for delivering partner opportunities and events to the industry (calendar)</p>	
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Measurement

- Growth in number of strategic partners
- Unemployment rate
- # of applicants for open positions
- # of participants in training programs

Goal

4. Connect NH businesses to markets abroad and domestically.

Objectives

- a. Increase exports by 5% per year.
- b. Assist the export industry in NH (ITRC).

Strategies

- Establish resources and services that support NH manufacturing companies with existing export businesses and/or potential to export.
- Communicate successes in export activities.

Tactics

PAID	OWNED	OWNED SOCIAL/PR
Sponsorship/Signage Trade Shows Networking events Trade Missions <ul style="list-style-type: none">• Abroad and domestic	Website <ul style="list-style-type: none">• Update content and organization if needed; highlights Email <ul style="list-style-type: none">• Develop email marketing list and segment in-state list Collateral <ul style="list-style-type: none">• "How To" resource guide Partnerships <ul style="list-style-type: none">• including NH Works, OJC, Veterans, AMPED, DTTD, etc.) Trainings	Social Media <ul style="list-style-type: none">• Facebook, Twitter, LinkedIn, YouTube Public Relations

Measurement

- Total export revenue vs. LY

Goal

5. Attract innovative and diverse businesses to NH.

Objectives

- a. Attract companies and entrepreneurs to relocate or start up new businesses in NH.
- b. Promote a culture of entrepreneurship and the development of high growth ventures.
- c. Support growth of existing NH businesses and retain those considering relocating out of state.
- d. Increase participation in the Coos County Job Creation Tax Credit, an incentive for each new full time, year round employee hired within Coos County with compensation of 150% or more of current minimum wage.
- e. Provide resources that strengthen and ultimately lead to increased profits for current New Hampshire businesses.

Strategies

- Casting a wide net, attract businesses from Canada, the Northeast region and beyond to establish a presence in NH.
- Target specific industry segments - aerospace, DOD, and biomedical industries and entrepreneurs.
- Ensure the availability of key entrepreneurial services and access to capital.
- Demonstrate alignment of workforce with manufacturing needs to recruitment prospects.
- Conduct outreach to Coos County employers regarding the Job Creation Tax Credit.
- Identify NH businesses in trouble and provide support.

Tactics

PAID	OWNED	OWNED SOCIAL/PR
Advertising <ul style="list-style-type: none">• Out-of-state• Online/business	Website <ul style="list-style-type: none">• Increase case studies printed and	Social Media <ul style="list-style-type: none">• Facebook, Twitter, LinkedIn, YouTube

<p>oriented websites</p> <p>Trade Shows</p> <p>Sales Missions with partners</p> <p>Merchandising</p> <p>Distribution of collateral</p> <ul style="list-style-type: none"> • Networking events chambers, business after hours, etc. • Governor's Conference on Tourism 	<p>video ; share via YouTube channel and consistently highlight</p> <ul style="list-style-type: none"> • Enhanced content and distribution strategy <p>Email</p> <ul style="list-style-type: none"> • Develop email marketing list and segment by in/out of state; as list grows segment further by industry/region <p>Collateral</p> <ul style="list-style-type: none"> • Educational tools (PDFs, lures, resource lists, and other handouts or downloads) <p>One-to-one consultation presentation</p> <p>Standardized presentations</p>	<p>Blog Posts</p> <ul style="list-style-type: none"> • Hire writers <p>Public Relations</p> <ul style="list-style-type: none"> • Conduct desk sides and outreach • Additional suggestions see page 15 "unpaid media"
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Measurement: Business Tax revenue, Coos County Tax Credit, # of start ups, # of businesses relocated to NH

Overall Messaging Strategy

There are core messages that underpin the mission of DED that need to be communicated to the target audience at all consumer touch-points. This is referred to as consumer touch-point marketing (CTM) and the goal is to improve customer experiences, and as a result, improve customer relationships. By improving customer relationships, organizations improve market share, sales, and both customer and employee loyalty and advocacy.

iMedia defines a touch-point as "all of the communication, human and physical interactions your customers experience during their relationship lifecycle with your organization. Whether an ad, web site, sales person, store or office, touch-points are important because customers form perceptions of your organization and brand based on their cumulative experiences. "

Key messages to be built on brand platform for DED and to be delivered at all touch-points:

- Business-friendly climate
- Innovation
- Technology
- Low taxes
- Skilled labor force
- Exceptional quality of life

- Broadband

The DED team is ready to help with your business needs; emphasis on:

- Professionalism
- Resources/Partnership
- Service
- Innovation
- Free of charge

Marketing Strategy

Develop low cost, high impact and innovative program to effectively reaching target audiences with a powerful message:

- Paid Media
- Public Relations
- Social Media
- Website
- Email Marketing
- Events
- Blog
- Trade Show/Booth Display
- Publications
- Partnerships (including NH Works, OJC, Veterans, AMPED, DTTD, etc.)
- One-to-one consultation presentation
- Databases (instate businesses and recruitment lists)
- Sponsorship
- Merchandising
- Networking events (chambers, business after hours, etc.)
- Educational tools (PDFs, lures, resource lists, and other handouts or downloads)

Total Budget: \$200K

Brand Identity

Leverage new brand identity - "Live free and..."

PAID MEDIA OVERVIEW

Overall budget: \$200,000

For media: \$95,000

TWO MAJOR PROGRAMS

1. IN-STATE (\$33,250, 35% of paid media budget) and events/sponsorships

[\$25,000]

- a. OBJECTIVE: RETENTION

- STRATEGY: REMINDER AWARENESS OF CURRENT SUPPORT PROGRAMS

- STRATEGY: REMINDER AWARENESS OF ITRC

- The majority of retention-based marketing will include non-paid media tactics.

2. OUT-OF-STATE (\$61,750, 65% of paid media budget)

- a. OBJECTIVE: RECRUITMENT OF START-UPS AND RELOCATION CANDIDATES

- Target Companies: Aerospace, DOD contractors, Biomedical, in southern New England

TARGET AUDIENCE DEFINITION

IN-STATE (Retention)

- Business owners in New Hampshire, and in particular in the Advanced Manufacturing sector, and companies with export potential.
- In general, Adults 25-64, HHI \$100,000+, -- male skew.

OUT-OF-STATE (Recruitment)

- Business owners, entrepreneurs, CEOs, COOs, and CFOs in Massachusetts, Connecticut, RI and Quebec.
- Industry priorities: Advanced Manufacturing, Aerospace, Defense, Bio-medical and high technology.
- In general, Adults 25-64, HHI \$100,000+, -- male skew.

MEDIA HABITS PROFILE

IN-STATE

In general, a broader-than-average world view

- Magazine readers
- Internet users
- Radio users

OUT-OF-STATE

In general, a broader-than-average world view

- Magazine readers
- Internet users
- Radio users

MEDIA SELECTION AND STRATEGIES

IN-STATE

Un-paid media

- Attempt to get a once a month business report on NHPR
 - Target Laura Knoy's The Exchange/Socrates Exchange for a 5-10 minute per month – preferred programming
 - "Merchandise" appearances by sending RSS or mp3 files to appropriate in-state stakeholders
- Work with NHBR and/or Business NH to develop a semi-annual Business Roundtable editorial feature with different business representatives or experts from DRED on specific issues.
 - "Merchandise" by getting reprints and sending to appropriate stakeholders
- Complete DRED listing on BIA website that is part of membership

Paid media

- Ads in BIA quarterly newsletters and e-newsletters

- Ad content to feature all DRED programs for in-state businesses
- Run ½ page B/W ad units 4x across Q4, Q1, and Q2 in
 - Business New Hampshire
 - New Hampshire Business Review
- Run on-line banner ads using business-oriented content websites and, if affordable, rich media ads.
 - Run 1-2 weeks per quarter, for Q4, Q1, and Q2.
 - Call To Action: Drive people to nheconomy.com pages on in-state business support programs
- Radio: modest schedule on WEVO-FM/NHPR across Q4, Q1, and Q2

OUT-OF-STATE

Un-paid media

- Put "Innovate in the Granite State" on nheconomy.com (digital edition)

Paid media

- Use business-oriented websites targeting MA; add CT and RI if affordable;
 - Quebec unlikely to be affordable; may need to drop CT or RI.
 - Run traditional static or flash online banner ads and, if affordable, rich media ads.
 - Run 1-2 weeks per quarter, for Q4, Q1, and Q2.
- Call to action: drive people to nheconomy.com for review of programs for new businesses and life-style video.

- Sites under consideration
 - Daily emails from Boston Business Journal – TechFlash, BioFlash, Start-ups and VC Flash.
 - CNN.COM
 - FASTCOMPANY.COM
 - NYT.COM
 - WSJ.COM
 - LinkedIn.com

Public Relations

- Utilize traditional and social media channels to tell the DED story.

Media outreach

Newsworthy stories to key business media

TV opportunities (i.e., CBS Morning Show when Chris appeared)

Canada news show – Beno was interviewed (French speaking)

Social Media – 3rd party managed (Epiphanies)

Facebook – content updated by Lorna – review, make recos

LinkedIn – thought leadership and trend articles; publish blog here

YouTube - Answer a FAQ in a :90 video; leverage across social media

Blog – “No Bull Business” blog – how to leverage better; Lorna has requested writing help; suggestions have been provided

Events

- Annual Meeting
- Aerospace/Defense Consortium
 - Air shows, trade missions
- Trade Shows
- Event opportunities and partnerships (Speedway, Manchester Airport)

Training/Seminars

- Export seminars (ITRC)

Metrics

Methodology

- Client surveys
- Google Analytics
- Direct response

Key Performance Indicators

- Financial
- Business Profit Tax
- Unemployment rate
- Export revenue

Recruitment

- Calls to recruitment
 - # of leads, quality of leads, closed deals

Retention

- Federal Contracts
- Construction
- Commercial Real Estate Occupancy
- Growth in key business segments
- Government contracts

Export

- \$ of exports by industry type
- Export training numbers
- Exports (vs. goal of +10%)

Marketing Metrics

- Social media engagement - Fans, followers, etc. – increase by 5% quarterly
- LinkedIn – grow +250 followers per year
- Blog engagement – views, comments
- Advertising response (vs. objectives)

